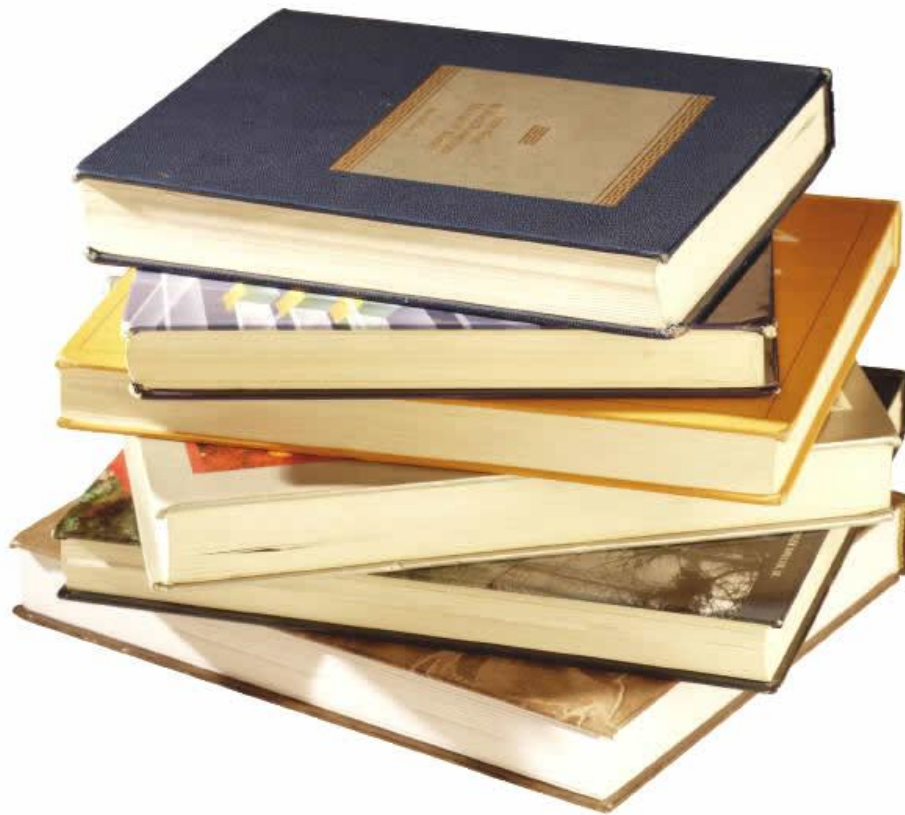




UNITED STATES  
DEPARTMENT OF VETERANS AFFAIRS

# OFFICE OF RESOLUTION MANAGEMENT

## TRAINING AND SERVICES CATALOG



Department of Veterans Affairs  
Office of Resolution Management (08)  
March 2010



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## 0.1 INTRODUCTION

The Department of Veterans Affairs (VA), Office of Resolution Management (ORM) is responsible for preventing, resolving, and processing equal employment opportunity (EEO) complaints. Alternative Dispute Resolution (ADR) processes such as mediation and facilitation are used throughout VA to address workplace concerns at the lowest possible level. To support VA administrations and staff offices in managing conflict, resolving disputes, and complying with EEO laws, ORM provides training, mediation, facilitation and other services. This catalog describes the courses and services available to VA managers, employees and union officials.

Part I of this catalog describes EEO and ADR training provided by ORM staff or coordinated through vendors with which ORM has contracts. The courses range from instructor-led to online training delivery as well as video presentations. ORM also custom-designs courses to meet VA's needs. When training is provided on-site, ORM provides the instructors and all materials needed for the course, and the facility provides training space. ORM can tailor most of the content and/or length of training to meet its customers' needs.

Part II of this catalog describes EEO and ADR services provided by ORM staff or through contractors. The services include EEO and ADR Program reviews, organizational assessments, and phased approaches to address group conflict.

For more information on EEO training, please contact the ORM Field Manager who services your area or Lew Henson, ORM Training Officer at 727.319.1232 or visit the Learning Resources training calendar at:  
<http://vaww4.va.gov/orm/Departments/LR>.

For more information on ADR training, please contact Tracey Therit, ADR Manager at 202.501.2935 or visit the ADR training calendar at:  
<http://www1.va.gov/adr/page.cfm?pg=110> .



## PART I - TRAINING

### 1.1 EEO Classroom Training

Course No.	Title & Course Length	Description
1	<b>Basic EEO Counselors Training</b> 40 hours	<p>This course provides ORM EEO Counselors with knowledge and skills needed to perform their duties. The module focuses on the VA and Federal EEO discrimination complaint process, the role and responsibilities of the EEO counselor, fact gathering techniques, interviewing techniques and report writing. Students are required to complete the pre-requisite USDA home-study EEO counselor's course prior to this module. Participants must provide evidence of meeting the requirement prior to the start date of this course.</p> <ul style="list-style-type: none"> <li>○ Identify the statutes, laws, regulations, VA directives, and protected classes.</li> <li>○ Explain the role and responsibilities of the EEO counselor.</li> <li>○ Understand the theories of discrimination and how they relate to fact gathering.</li> <li>○ Demonstrate interviewing techniques.</li> <li>○ Demonstrate basic fact gathering techniques.</li> <li>○ Facilitate early resolution of disputes that could ultimately result in formal EEO complaints.</li> <li>○ Write an EEO counselor's report.</li> </ul>
2	<b>Basic EEO Investigator Training (Phase 1)</b> 32 Hours	<p>Basic EEO investigator training is delivered in two phases. Phase 1 provides ORM EEO investigators with knowledge and skills needed to perform their duties. The module focuses an overview of VA's organizational structure; the EEO discrimination complaint process, ORM's mission; the role and responsibilities of the EEO investigator, the disparate treatment and reprisal theories; preparation; interviewing techniques, assignment process; expectations; and report writing. Participants will learn how to:</p> <ul style="list-style-type: none"> <li>○ Understand VA's organizational structure.</li> <li>○ Explain the role and responsibilities of the EEO investigator.</li> <li>○ Describe ORM's mission.</li> <li>○ Define the stages of the EEO complaint process.</li> <li>○ Identify and describe the disparate treatment and reprisal theories of discrimination.</li> <li>○ Develop a pre-investigative planning document based on the appropriate theory of discrimination.</li> <li>○ How to investigate disparate treatment and reprisal cases.</li> <li>○ Demonstrate interviewing techniques.</li> <li>○ Write an investigative report.</li> </ul>
3	<b>Basic EEO Investigator Training (Phase 2)</b> 24 hours	<p>Phase 2 provides ORM EEO investigators with a thorough understanding of hostile work environment and reasonable accommodation theories. It also provides a refresher in interviewing witnesses.</p>

		<p>Upon completion, participants will be able to:</p> <ul style="list-style-type: none"> <li>○ Identify and describe the hostile work environment and reasonable accommodation theories of discrimination.</li> <li>○ Develop a pre-investigative planning document based on the appropriate theory of discrimination.</li> <li>○ How to investigate hostile work environment and reasonable accommodation cases.</li> <li>○ Demonstrate effective interviewing techniques with appropriate follow-up questioning.</li> </ul>
4	<b>Compliance Monitoring - Final Orders</b> 2 hours	<p>This course is a power point presentation that is designed specifically for EEO Managers and EEO Assistants. The training teaches the participants what they need to know about monitoring compliance with final orders issued by the Equal Employment Opportunity Commission and the Department's Office of Employment Discrimination Complaints Discrimination. The participants will gain a better understanding of the hearing and appeals process and the Agency's role and responsibility to ensure that compliance with final orders is met. The participants will also gain a better understanding of their role and responsibility in monitoring compliance with settlement agreements which resolve EEO complaints as well as what documentation is needed from human resources administration, fiscal service and other sources in order to show that full compliance has been met.</p>
5	<b>Crucial Confrontations</b> 3 days	<p>This course directly addresses gaps between expectations and performance with a model that ensures individual and team effectiveness. Learn to hold people accountable, master face-to-face performance discussions, motivate without using power, enable without taking over, and move to action. Crucial Confrontations training will enhance relationships. It will improve the quality of your life and your organization. Participants will learn how to:</p> <ul style="list-style-type: none"> <li>○ Hold anyone accountable – no matter the person's power, position, or temperament,</li> <li>○ Address performance issues – get positive results while staying focused on the real issues and avoid getting distracted.</li> <li>○ Motivate without using power – clearly and concisely explain specific, natural consequences and permanently resolve problems.</li> <li>○ Move to action – agree on a plan, follow up and engage in good reporting practices, and manage new expectations.</li> </ul>
6	<b>EEO Complaint Process (General)</b> 1.5 hours	<p>Provides an overview of VA's EEO complaint process. It describes ORM, the basic EEO structure in VA, as well as each step of the complaint process, including timeframes for initiating complaints, and the various roles and responsibilities of each individual involved in the EEO complaint process.</p>
7	<b>EEO for Managers and Supervisors</b> 2 hours	<p>This course provides an overview of the EEO complaint process from a manager's perspective. It describes a manager's role, rights and responsibilities if they are named in an EEO complaint. The course also includes a discussion of common pitfalls which</p>



		supervisors may fall into and provides case studies of situations which have led to findings of discrimination.
8	<b>Everybody Wins: How to Turn Conflict into Collaboration</b> 2 hours	<p>When employees spend too much time dealing with conflict, valuable attention is taken away from the real work of their organization. In this workshop participants learn how to take the initiative to quickly resolve conflict with their co-workers and work together to find win/win solutions for most disagreements. After completing the workshop, participants will be able to:</p> <ul style="list-style-type: none"> <li>○ Identify why conflict in the workplace happens</li> <li>○ Describe how emotions and responses to a conflict can impact the situation</li> <li>○ Identify the five different ways people deal with conflict</li> <li>○ Use the <i>Everybody Wins</i> approach in a conflict situation.</li> </ul>
9	<b>It's Not Just About Sex Anymore: Harassment and Discrimination in the Workplace</b> 2 hours	<p>Harassment can take many forms, all of them creating serious consequences. <i>It's Not Just About Sex Anymore</i>™ dramatizes the variety of behaviors which constitute illegal harassment and discrimination. Employees learn how inappropriate conduct impacts personal and organizational performance and what each individual's role is in maintaining a harassment-free workplace. This course examines types of workplace discrimination which are often overlooked, explores how harassment and discrimination impact the entire organization and provides guidelines for employers to use when dealing with discrimination issues. Upon completion of this workshop, the participants will be able to:</p> <ul style="list-style-type: none"> <li>○ Define key terms associated with harassment and discrimination</li> <li>○ Identify a wide range of behaviors which may constitute discrimination or harassment</li> <li>○ Explain the importance of maintaining an environment free from discrimination and harassment</li> <li>○ Follow the appropriate steps to avoid or report potential discrimination or harassment situations.</li> </ul>
10	<b>Overview of Office of Resolution Management (New Employee Orientation)</b> 30 minutes	This course, designed to be a part of new employee orientation, provides an overview of ORM's function and the value of attempting to resolve workplace disputes at the earliest possible opportunity, including through the use of alternative dispute resolution (ADR) techniques. The course also explains the EEO complaint process and the timeframes for initiating a complaint.
11	<b>Retaliation in the Workplace</b> 4 hours	<p><i>Preventing Retaliation in the Workplace</i> will help managers identify problem situations and better prepare them to deal with such situations effectively in order to reduce productivity problems and legal risk which can occur when retaliation is perceived. The use of this blended program (classroom and video) can also provide defense for your organization by demonstrating that it took reasonable steps to prevent situations involving retaliation. Upon completion of this workshop, participants will be able to:</p> <ul style="list-style-type: none"> <li>○ Define retaliation in the workplace</li> <li>○ Recognize situations which could constitute retaliation</li> </ul>

		<ul style="list-style-type: none"> <li>○ Identify common types of retaliation</li> <li>○ Identify negative impacts of retaliation</li> <li>○ Use the Recognize, Respond, Resolve model.</li> </ul>
12	<b>Settlement Agreement Training</b> 3-4 hours	This is a power point presentation which explores the “do’s and don’ts” of writing a settlement agreement to resolve an EEO complaint. This course aids the participants in crafting effective settlement provisions which are in compliance with legal requirements. During the training session, time is allotted for participants to demonstrate proficiency by crafting a settlement agreement. The objective of this training is to ensure that mediators, EEO managers and others involved in crafting such agreements understand the regulatory requirements necessary for a legal and binding settlement agreement.
13	<b>Sexual Harassment Training for Supervisors</b> 1 hour	This course provides managers with the legal definition of sexual harassment and presents management’s legal responsibility to take immediate and appropriate action when they learn of such allegations. It also covers a manager’s liability for the sexual harassment, and includes case studies for further illustration.
14	<b>The Right Side of the Line: Creating a Respectful and Harassment-Free Workplace</b> 2 hours	<p>This workshop helps participants build respectful and harassment-free work environments. Designed for employees at all levels of an organization, the course includes six video vignettes which address situations that are unprofessional, prohibited by policy and/or unlawful. The vignettes include: Unprofessional Teasing/Hazing, Inappropriate Humor, Racial Discrimination &amp; Stereotyping, Sexual Orientation &amp; Religious Beliefs, Gossip &amp; Defamation of Character, and Third Party Sexual Harassment &amp; Retaliation. Regardless of title or position in your organization, creating a positive work environment will help avoid situations which can lead to workplace disputes and disruptions and ultimately EEO complaints.</p> <p>After completing the workshop, participants will be able to:</p> <ul style="list-style-type: none"> <li>○ Describe how and why maintaining a respectful and harassment-free culture benefits them and the organization.</li> <li>○ Explain the difference between inappropriate, prohibited and illegal behavior.</li> <li>○ Identify behaviors that could escalate into more serious situations.</li> <li>○ Respond appropriately to defuse situations and prevent them from escalating.</li> </ul>
15	<b>The Root Causes of Workplace Disputes (Classroom)</b> 2-3 hours	This course is centered around a power point presentation which includes six video vignettes. Each vignette takes place in an office setting and depicts a dramatization of a workplace situation or dispute between several employees (or an employee and a supervisor). The vignettes demonstrate how different types of workplace disputes, when unresolved, may lead to discrimination complaints. Following each vignette there is a multiple choice questionnaire which allows the audience an opportunity to indicate what they believe the root cause of the workplace dispute to have been. The participants work in groups to discuss what might have

		<p>been done differently to avoid the disputes. At the conclusion of the workshop the participants will:</p> <ul style="list-style-type: none"> <li>○ Recognize the most common root causes of workplace disputes</li> <li>○ Understand why a lack of interpersonal skills and ineffective communication are the principal causes of workplace disputes</li> <li>○ Realize what could have been done differently to prevent the workplace disputes, and</li> <li>○ Have a greater appreciation for getting to the root causes of workplace disputes in order to create a more harmonious workplace.</li> </ul>
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**a. EEO Online Training**

Course No.	Title & Course Length	Description
16	<b>EEO Complaints Resolution: Laws, Regulations and Procedures</b> 1 hour	<p>The course targets newly selected EEO professionals and/or VA employees who need or desire information on the Federal EEO complaints resolution process, the laws and regulations which govern the EEO complaints process, and the theories of discrimination. At the end of the training session, participant will be able to:</p> <ul style="list-style-type: none"> <li>○ Differentiate between the informal and formal stages of the EEO complaint process</li> <li>○ Define the theories of discrimination used during the course of the EEO complaint process</li> <li>○ Apply the theories of discrimination to a factual situation</li> <li>○ Differentiate among the EEO laws, regulations and other EEOC guidance</li> <li>○ Identify the relevant EEO laws and regulations as they apply to the case before you</li> <li>○ Define the roles and responsibilities of all parties involved in the EEO complaint process</li> <li>○ Identify the timelines applicable to the EEO complaint process</li> <li>○ List the steps in the EEO complaint process.</li> </ul>
17	<b>EEO, Diversity &amp; Conflict Management Training for Managers and Supervisors: EEO Module</b> 1 hour (approximately)	<p>This course is currently in development and will be available after June 2010. This course focuses on the actions of managers and supervisors in the EEO area that can impute liability to the Department. At the end of the lesson, participants will be able to:</p> <ul style="list-style-type: none"> <li>○ Recognize anti-discrimination laws and the protections they afford.</li> <li>○ Identify various theories of discrimination.</li> <li>○ List the steps of the EEO complaint process.</li> <li>○ Analyze scenarios to determine if illegal employment discrimination has occurred.</li> </ul>





### 1.3 EEO Videos

Course No.	Title & Course Length	Description
18	<b>The Root Causes of Workplace Disputes</b> 28 minutes	<p>This video consists of six vignettes. Each vignette takes place in an office setting and depicts a dramatization of a workplace dispute between two employees or an employee and a supervisor. The vignettes demonstrate how different types of workplace situations or disputes, if unresolved, may lead to discrimination complaints. At the conclusion of the video, viewers will understand:</p> <ul style="list-style-type: none"> <li>○ How several of the most common root causes of work place disputes lead to discrimination complaints</li> <li>○ That a lack of interpersonal skills and ineffective communication are the principal causes of workplace disputes.</li> </ul>

### 1.4 ADR Classroom Training

Course No.	Title & Course Length	Description
19	<b>ADR Awareness</b> 4 hours	This course provides employees, managers, and union officials with a basic understanding of conflict, the underlying causes of conflict, and how alternative dispute resolution (ADR) can be used to resolve disputes. The course emphasizes mediation as one of the most commonly used ADR processes to address workplace disputes.
20	<b>Advanced Mediation Skills</b> 3 days	This course focuses on enhancing the skills of mediators who have conducted at least five mediations. It is designed to provide participants with the additional knowledge and skills necessary to conduct more effective mediation sessions and to assist parties in resolving disputes. The participants will learn to understand the causes of conflict, how to serve as a mediator in the EEO arena, how to improve their questioning, reframing, and summarizing techniques, and better utilize these techniques to break an impasse.
21	<b>Basic Mediation Skills</b> 5 days	This course provides participants with the basic knowledge and skills necessary to be neutral, third party mediators. The participants learn about mediation/co-mediation and its usefulness as a problem solving technique; they also are taught how to identify and practice the steps of the mediation process, draft a written settlement agreement and understand mediator standards of conduct.



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22	<b>Communication Breakdown</b> 1-2.5 hours	This course examines seven common communication pitfalls and how they can derail an organization. The participant will learn how perception alters reality; they will discover how to match the best communication method with the message, list the steps required to avoid defensive behavior, describe the benefits of sharing information, identify the elements of the XYZ method, share ways to maintain confidentiality and identify the behaviors of effective listening. Longer course option includes exercises and activities designed to reinforce knowledge and skills.
23	<b>Conflict Coaching</b> 3 days	This course provides an introduction to the Comprehensive Conflict Coaching Model and affords the participant an opportunity to apply the principles and approaches from each stage in role play and feedback situations.
24	<b>Conflict Management</b> 2-4 hours	The Conflict Dynamics Profile (CDP) is an assessment instrument dealing with conflict behaviors in the workplace. It provides a powerful way to improve self-awareness of what triggers conflict in individuals and how you respond to conflict. Based on these triggers and responses, the CDP then provides practical approaches for improving behaviors which promote more effective workplace conflict resolution. Participants will complete the CDP, online, at least one week prior to attending the course. The longer course option includes exercises and activities designed to reinforce knowledge and skills.
25	<b>Crucial Conversations</b> 2 days	This training teaches participants how to achieve spirited dialogue at all levels in the organization. Attendees will be able to step up to tough issues and share opinions, feelings, and information safely and freely. Crucial Conversations training will enable participants to: accurately address concerns by talking respectfully, candidly and skillfully with others in a safe way; give and receive feedback in a way that enhances relationships and improves results; effectively talk about high-stakes, emotional and controversial topics; and get the right people involved in a way that ensures better decision-making and guarantees commitment and conviction.
26	<b>Dealing with Difficult People</b> 1 day	This one day program is designed to provide an opportunity for participants to learn more effective strategies for relating to different types of difficult work styles—both management and co-worker styles. The program also includes a review of the components of interpersonal communication including attending skills, responding skills and assertive responses, as well as an assessment of the participant's conflict management style. In addition, specific guidelines for dealing with emotional situations will be presented. Applications of these skills and techniques to specific situations generated by the participants will be discussed and questions addressed. Problem situations and their solutions are role played in small groups.



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27	<b>Enneagram</b> 1 day	Relationships are one of the most rewarding – as well as the most frustrating aspects of our existence. Whether in personal or work settings, the quality of our relationships has an enormous impact on the quality of our lives, on our self-esteem, and on our careers. The better we know ourselves and the people in our lives, the more harmonious and satisfying our relationships will be. The Enneagram helps participants understand their relationships. It is a system, identifying nine basic personality types, which sheds light on the most important psychological dynamics in our personality. Each type has its own set of strengths, vulnerabilities, and perceptions of the world. The Enneagram can help us to realize who we are and what our greatest potentials might be, as well as to make sense of the sometimes confusing behavior of others.
28	<b>Generations: M.E.E.T. for Respect in the Workplace</b> 1, 4, or 8 hours	This course uses real-world situations to teach employees and managers how to recognize, respond to and resolve differences involving generational issues which can adversely affect productivity, teamwork and customer satisfaction if not handled effectively. Participants will identify characteristics of the four different generations in the workforce and learn how to recognize issues and situations which may be influenced by generational differences. They will apply practical tips for working successfully in a multigenerational workplace and use the M.E.E.T. model to communicate effectively and maintain a respect-filled workplace. One hour session includes video and discussion, 4 hour session includes exercises and activities, and eight hour session includes a module specific to managers.
29	<b>Group Facilitation</b> 4 days	This course provides participants with the basic knowledge and skills necessary to be a neutral, third party group facilitator. The participants learn group facilitation skills including: introduction to group conflict, overview of the principles and practices of group facilitation, including neutrality and confidentiality, stages of group formation and development, techniques for identifying and assessing group conflict, designing and managing group conflict interventions, and skills and methods for intervening in group conflict.
30	<b>Settlement Agreement Writing</b> 4 hours	This course describes the role of the mediator in drafting settlement agreements. It identifies the essential requirements of a settlement agreement and uses examples and case studies to reinforce best practices. The training also looks at allegations of non-compliance and how to prevent them.



## 1.5 ADR Online Training

(All online training referenced in this section is available through VA's Learning Management System at [www.lms.va.gov](http://www.lms.va.gov).)

Course No.	Title & Course Length	Description
31	<b>Communication Skills for Resolving Conflict</b> 5 hours	Although, through the use of good communication skills, conflict in the workplace can be minimized, it can't be eradicated entirely. On the occasions when disharmony inevitably arises, there is a need for an additional set of communication skills – those of negotiation, mediation, or arbitration. These are the techniques which you will learn to use in this course.
32	<b>Confidentiality in Mediation</b> 2 hours	This training course addresses the importance of confidentiality in ADR proceedings. It defines confidentiality, the laws that govern confidentiality in ADR, what is and what is not covered by those laws and exceptions to general legal rules requiring confidentiality in ADR.
33	<b>Facilitating Challenging Situations</b> 5 hours	How do you deal with the group which has an exceptionally dominant person who doesn't let anyone else have a say, or trivializes the contributions of others? How do you keep a faction from taking over? What is the best means of handling direct challenges to your meeting and/or success? What is the best way to clear the air when there is tension? Welcome to the tough stuff in facilitation. In this course you will learn to recognize and deal with the most difficult aspects of facilitating groups. You will explore typical trouble spots, like dealing with side conversations. Participants will discover ways to maintain and channel enthusiasm with high-participation groups and turn around low-participation situations. Learn techniques to help you handle sabotage and passive/aggressive behavior. Discover how to capitalize on confrontation by shifting your analysis from "what's wrong" to assessing "what is really going on." You will also learn the benefits of conflict and how to apply tips that will transform chaos into creativity.
34	<b>Leading Successful On-Site Teams</b> 5 hours	Successful on-site teams are characterized by clear direction, team member trust, and effective communication and conflict-resolution strategies. By taking this course you will discover the importance of the early stages of team development and why leaders must set up structures and processes which support the development of important team characteristics.



## 1.6 ADR Videos

Course No.	Title & Course Length	Description
32	<b>ADRTracker ADR User Training</b> 2 hours	ADRTracker is a comprehensive case management and ADR data collection system used by VA EEO program managers and ADR coordinators. In this online video tutorial, the ADR coordinator will learn how to record data related to EEO and non-EEO ADR requests, schedule ADR sessions and generate and upload documents to the ADRTracker system.
33	<b>ADRTracker EEO User Training</b> 1 hour	ADRTracker is a comprehensive case management and ADR data collection system used by VA EEO program managers and ADR coordinators. In this online video tutorial, the EEO manager will learn how to record ADR data on EEO cases and upload documents to the ADRTracker system.
34	<b>Coaching Mediators</b> 1 hour	This video focuses on the coaching techniques used to develop new mediators. The video targets new mediators and helps to ensure continuity of instruction in the art of coaching new mediators.
35	<b>Drop by Drop</b> 20 minutes	Drop by Drop demonstrates how the small slights, subtle discriminations and tiny injustices can add up to big problems in your workplace. These little negative gestures are called "micro-inequities" and they occur in organizations every day. These small communications or instances of disrespect, prejudice and inequality aren't overt, but they can be incredibly destructive. This video presentation uses scenarios to demonstrate the "platinum rule," treating others as they'd like to be treated, valuing the talents each person brings to the workplace and learning to communicate with kindness and clarity.
36	<b>M.E.E.T. on Common Ground</b> 22 minutes	This video provides practical skills which all employees can use to create a respectful and inclusive workplace. M.E.E.T. on Common Ground uses a "ground-zero" tactical approach unlike many programs which focus on the high-level "strategic" theories of diversity and inclusion management. By focusing on understanding and communication, this program will teach employees how to recognize and respond to any situation professionally and with respect. The program introduces an easy-to-grasp four-step process that is demonstrated in six timely realistic vignettes.
37	<b>The Mediation Zone</b> 30 minutes	This video depicts a mediation session between an employee and his supervisor regarding the employee's non-selection for a position. The video describes the stages of the mediation process and provides information on each party's role in the process, with emphasis on the role of the mediator. The video is a useful tool in preparing for mediation, understanding the process, and knowing what to expect.





38	<b>Three Little Pigs</b> 7 minutes	This video is an entertaining animated video developed to raise VA employee's awareness of the process of mediation. This video explains the mediation process through the story of the 3 little pigs. The video describes the stages of the mediation process and provides information on each party's role in the process.
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## PART II - SERVICES

### 2.1 EEO and ADR Program Reviews

The Office of Resolution Management (ORM) can conduct a review of any facility's equal employment opportunity (EEO) and alternative dispute resolution (ADR) programs, assessing the effectiveness of both programs. We will identify current strengths and make recommends for improvement, as necessary. Generally, these reviews examine:

#### EEO Program

- Trends in informal contacts and formal complaint activity
- Frequency of claims and bases raised in EEO complaints
- Number of individuals filing more than one complaint
- Review of current pending complaint activity
- Resolution efforts and their effectiveness
- Disposition of formal complaints
- Review of EEO policies (including how they are communicated to staff)
- Review of how EEO complaints are handled once ORM notifies the facility
- Review of EEO complaint files maintained by the EEO manager
- Review of standard operating procedures used by the EEO office
- Review facility's compliance with EEOC's Management Directive 715 as it relates to a model EEO program.

#### ADR Program

- Review of ADR policies and procedures
- Review of ADR training program
- Review of ADR marketing program
- Assessment of ADR options and resources
- Utilization of ADR prior to, or in lieu of, the EEO complaint process.
- Effectiveness of ADR committees and collaboration with employees, managers, union officials, Human Resources and Regional Counsel
- Coordination of EEO and non-EEO ADR requests, including record keeping, data collection and reporting



- Review of ADR data (offer, participation, resolution, and satisfaction rates)
- Trends in, and underlying causes for, ADR requests
- Integration of preventive measures to include use of all employee survey data.

ORM's team will include a member (or members) from our Policy and Compliance staff and as well as our ADR Program and incorporate members from the Federal Mediation and Conciliation Service in the ADR program review. (ORM has also partnered with VHA's EEO and Affirmative Employment Team to conduct joint EEO and ADR program reviews.) We look forward to working with you to ensure that your EEO and ADR programs become models for other facilities should you desire such services. Contact **Lillette Turner-Nelson**, at [Lillette.Turner@va.gov](mailto:Lillette.Turner@va.gov) or 202.501.2685 for more information on these services.

## **2.2 Organizational Climate Assessment Program (OCAP)**

A key ingredient of high performing organizations is the ability to keep committed and engaged employees. To accomplish this, organizations must understand what matters most to their employees. Employees who are satisfied with their work and environment tend to be more motivated, creative and productive. ORM offers the Organizational Climate Assessment Program (OCAP) to VA organizations with the primary goal of helping those organizations evaluate employee satisfaction.

OCAP assesses workplace environment, diversity, employee-employee relations, supervisor-employee relations, conflict and conflict Management, training, awards and employee morale.

OCAP utilizes a three-pronged approach when evaluating the workplace environment of any VA facility.

*Pre-Site Phase:* During the pre-site phase, constant communication between the OCAP team and the facility ensures that preparations for the assessment are handled in an efficient, professional manner. An analysis of the VA All Employee Survey, a 10-question OCAP survey, HR data and EEO complaint data is conducted to provide the facility Director with a snapshot of the current state of the workplace environment.



*On-Site Phase:* During the on-site phase, OCAP team members conduct the assessment. Interviews are held with senior managers, EEO and HR managers and senior union officials. Focus group discussions are conducted with supervisory and non-supervisory employees. With VHA facilities, focus group sessions are further broken down between clinical and nonclinical staff. The groups are designed to encourage individuals to share perceptions, opinions, and thoughts about their work environments in a structured and non-threatening discussion. Employees are randomly selected to participate in these voluntary focus groups.

*Post-Site Phase:* Following the review and analysis, an OCAP report, including Executive Summary, and attachments, is sent to the facility director. The material describes the organization's current work environment, best practices, organizational opportunities and challenges, and recommendations for improvement, if necessary. In addition, the OCAP staff continues to evaluate of the organization's EEO complaint data and communicate quarterly with the facility director for a year following the review.

**BENEFITS:** The benefits of OCAP may include improvements in:

- Workplace environment,
- Employee-employee relations,
- Supervisor-employee relations,
- Conflict management,
- Training efficiency and
- Morale.

For additional information visit the ORM web site or telephone the OCAP manager, **Monte Montesanto** at [Monte.Montesanto@va.gov](mailto:Monte.Montesanto@va.gov) or 909.801.5166.

### **2.3 Care Full Conflict™**

Care Full Conflict™ (CFC) is a positive, proactive and skill-based approach to individual and organizational development which has respect and individual responsibility as core values. CFC is an evidence-based approach to leadership and practice that transforms the organizational culture and develops conflict competence. It is effective in health care and other settings with demonstrable success in offices, businesses, and with ancillary staff in health care.

CFC is defined by the following principles:

- Caring attitude that is respectful of both self and others.



- Full concern for the interests of all individuals and groups potentially affected by conflict.
- Careful behavior that is deliberate, professional and effective at managing conflict with others.

CFC provides a phased approach to assist managers, groups and organizations who want to provide increased Quality of services, Retain competent staff, and reinforce a culture of Safety (Q-R-S) through improved conflict management skills.

Each situation is carefully reviewed to ensure that the response is appropriate to the unique aspects of the organization and current culture. Typically, intervention begins with a review of data, interviews with leadership, and focus groups.

Once the needs of the group have been identified they are addressed through one-on-one assessments, development of leaders, training of staff, and reinforcement of learning throughout the group. These activities generally take place over a period of several months.

Participants in all aspects of the work learn about their individual approach to conflict, what might work better, and how to implement individual and group change. Videos filmed with VA medical center nurses and nursing students are used extensively.

Once the staff has built additional conflict management skills they develop a tool that enables them to track success over time. That assessment data is monitored by the group and reported to key stakeholders.

The Care Full Conflict approach is dedicated to improving organizational success over time. It provides lasting results that each group can build on as they develop. For Further information, contact **Tracey Therit** at [Tracey.Therit@va.gov](mailto:Tracey.Therit@va.gov) or **202.501.2535**.

## **2.4 CREW (Civility, Respect and Engagement in the Workplace)**

While CREW is not an Office of Resolution Management program, but rather one managed by the National Center for Organizational Development (NCOD), ORM works closely with facility leaders, EEO Managers and others in order to help them determine whether or not CREW would be an appropriate service for them to use. HR and A (our parent organization) has entered into an agreement



with NCOD through which we will help to make organizations aware of the CREW Initiative.

The CREW process requires organizations to hold weekly meetings for at least six months and remain focused of their efforts to improve the workplace environment.

### Objectives of the CREW Initiative

#### Initial Conversations:

- Raise awareness of the importance of civility and respect among co-workers as well as with customers/patients
- Increase understanding of the relationship between civility and successful achievement of VHA's mission (the business case)
- Achieve agreement about what defines "a respectful workplace" in your unit or team.
- Identify barriers or bad habits that get in the way of achieving a respectful workplace
- Instill commitment to the common goal of "raising the bar" for acceptable behavior in the workplace.

#### Follow-Up Activities and Conversations:

- Maintain awareness of the unit's "climate" with regard to respect and civility
- Recognize and reward behaviors that improve the climate
- Link the CREW initiative to other values, priorities, and aspects of VHA's work and culture
- Engage all staff in striving to continuously improve the workplace culture
- Notice the consequences of the improved atmosphere and celebrate them as a team.

For additional information on CREW you may also contact NCOD at **512.247.4680**.

## **2.5 EEO Complaint Analysis**

### **Department-wide Trend Data Comparison Charts - Informal and Formal Complaint Activity**

The Office of Resolution Management (ORM) compiles Department-wide, informal and formal, discrimination complaint data twice each year. Data covering 1<sup>st</sup> and 2<sup>nd</sup> quarter information is released mid-year; at the end of the fiscal year, data combining 1<sup>st</sup> and 2<sup>nd</sup> quarter information with the 3<sup>rd</sup> and 4<sup>th</sup> quarter data is provided. This information is displayed in charts to provide a





snapshot of complaint activity broken down to the facility level within each administration (Veterans Health Administration (VHA), Veterans Benefits Administration (VBA), National Cemetery Administration (NCA), Canteen and Central Office (CO) and is distributed to selected senior leaders within the Department. The data in these charts is extracted from ORM's electronic web-based tracking system which categorizes informal and formal complaints by organizational unit.

The charts provide the informal and formal complaints in the following manner:

- A comparison of EEO complaint activity with the current fiscal year compared to the previous year data.
- A breakdown of department-wide data and each Administration (VHA, VBA, NCA)
- A breakdown of each Administration into their major operating components (VISN, SDN Regional Area, MSN<sup>1</sup>)
- The conversion of the number of informal and formal filings into per capita filing rates per 100 employees.<sup>2</sup>

Since Canteen and CO are not organized into "operating components" such as regions or areas, complaint data does from these units does not lend itself to charting as does the other Administrations date; therefore information from these organizations is displayed with the department-wide data.

The latest charts can be found on link <http://vaww4.va.gov/orm/> then click on EEO and ADR Trend Data. For additional information on EEO Complaint Analysis contact **Peggy Joyner** at [Peggy.Joyner@orm.va.gov](mailto:Peggy.Joyner@orm.va.gov) or 202.501.2770.

## 2.6 EEO Consulting

### EEO Consulting:

ORM field managers and/or case managers routinely meet with the leadership of VA facilities of the various administrations in assigned geographical areas as a customer service initiative. While these visits are tailored to the needs of each particular facility, ORM personnel generally provide an overview of current EEO workloads for the facility and discuss the benefits and process of alternative dispute resolution (ADR) approaches to dispute resolution. Whenever possible,

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<sup>1</sup> MSN: Not all cemeteries are depicted due to their smaller workforce (employee base).

<sup>2</sup> To calculate the per capita rates, the number of employees was extracted from the HR database of the VISN Support Service Center (VSSC) website. (*The "per capita" filing rate calculation is: the number of complaints filed; divided by the number of employees; and multiplied by 100*)



the ORM team will meet with senior facility leaders, union officials, human resource and labor relations personnel to provide consultative EEO services.

The ORM team will be prepared to discuss issues of current mutual interest and will provide any EEO and ADR awareness training which the facility has requested. Training for managers and supervisors offers case studies to help avoid common mistakes which could result in workplace disputes and EEO complaints. Items that might typically be covered during a site visit include:

- Statistical analysis of workload and trend data
- Comparison of workload to Network (VISN, MSN, etc.)
- Facility resolution rate and ADR participation rates
- Customer service concerns
- Best practices.

Contact the ORM Field Manager who services your area for more information.



### ORM Field Officers: Contact Information & Jurisdiction

